

## THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST (TIP)

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Opinions expressed are those of the writers and do not necessarily reflect the official positions of the Division of Industrial-Organizational Psychology unless so stated.

Acting Editor For This Issue — Mike Kavanagh

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## CALL FOR PAPERS

The Fourth Biennial Southern Illinois University Leadership Symposium

Southern Illinois University at Carbondale  
October 27 and 28, 1976

### IS LEADERSHIP IMPORTANT? WHEN AND WHERE IS IT IMPORTANT?

Theoretical or empirical papers, not previously presented or published elsewhere, covering the following areas will be given priority: (1) the process of leadership influence; (2) the impact of leadership over time; (3) important leadership criteria other than satisfaction or performance; (4) the role of environmental, structural, group, or individual variables in understanding leadership; (5) entirely new leadership theories or conceptual frameworks.

### THE DEADLINE FOR PAPERS IS APRIL 1, 1976

To facilitate review, a one to two page abstract is requested by FEBRUARY 20, 1976. The abstract will not be evaluated but will help in subsequent planning.

Symposium papers will appear as volume 4 of the Southern Illinois University Leadership Series.

For further information and submission (four copies please) contact:

Professor J. G. Hunt  
Department of Administrative Sciences  
Southern Illinois University at Carbondale  
Carbondale, IL 62901  
(618) 453-3307 or 549-1808

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## Amicus Curiae Brief

By action of the Executive Committee, our Division has filed an amicus curiae brief with the Supreme Court of the United States in the case of **Walter E. Washington et al v. Alfred E. Davis et al.** The case involves the police department of Washington, D.C. and applicants for positions in the department who failed to meet a required score on a verbal ability test. The U.S. District Court for the District of Columbia issued a summary judgment in favor of the police department which was subsequently reversed by the U.S. Court of Appeals for the District of Columbia Circuit. The case involves many issues of concern to I/O psychologists. An ad hoc committee appointed by **Lyman Porter** and consisting of **Milt Blood, Don Grant** (chair), and **Bob Heckman** worked with attorneys **Lawrence Ashe** and **Susan Cahoon** of Atlanta, Georgia in preparing the brief. The committee incorporated the Division 14 **Principles** in the brief. Interested persons may obtain a copy of the brief by writing **Dr. Mary L. Tenopyr, AT&T Co., 195 Broadway (30-C1620), New York, N.Y. 10007.** In order to recover costs to our Division for producing the brief, the charge for each copy is \$10.00.

## Makes One Stop And Think

"The Court should take this opportunity to reaffirm basic judicial principles in the handling of cases involving 'professionally developed ability tests.' This subject is no less and no more technical than innumerable other subjects with which courts deal. The courts can handle such issues and have the statutory duty to do so. They should not abdicate this responsibility through overdone deference to the 'guidelines' of an agency to whom the Congress has squarely denied both rulemaking and adjudicatory authority. Nor should they overlook the fact that job-relatedness is a **fact** question to be dealt with on an evidentiary record, not on broad principles amenable to judicial notice and precedential treatment . . . The Court's reminder in **Albemarle** that the 'guidelines' are not 'regulations' was wise and opportune. This case affords a chance to reiterate that and other principles of sound judicial policy.

**Few errors in history have been so fraught with mischief as the enshrinement of scientific theory in dogmatic law.** Cf. D. JORAVSKY, THE LYSENKO AFFAIR (1970); G. DE SANTILLANA, THE CRIME OF GALILEO (1955); H. EVES, AN INTRODUCTION TO THE HISTORY OF MATHEMATICS 97 (1974) (legislative definition of pi). The Court should be alert to prevent that from happening here."

(Conclusions of **amicus curiae** submitted by **Thaddeus Holt** in the **Washington v. Davis** case on behalf of the American Society for Personnel Administration. **TIP** is indebted to **Mary Tenopyr** for bringing this to our attention.)

Secretary-Treasurer **Mary Tenopyr** has informed **TIP** of the death of **Beatrice Dvorak**. A long-time member of Division 14, Dr. Dvorak was a distinguished psychological researcher with the Manpower Administration, U.S. Department of Labor. **TIP** will carry a full obituary on Dr. Dvorak in the May issue.

## President's Message

by **Lyman W. Porter**

There is a long range issue of increasing importance that members of Division 14 (as well as the Long Range Planning Committee) need to be thinking about. This is the question of the degree of "activism" of the Division (and, especially, its committees) in relation to the financial resources necessary to support such work. That is, there are many important activities that **could** be undertaken by the Division working through its various standing committees. Most of these activities (some examples of which will be given below) would probably be regarded as both important and worthwhile by most members. Thus, there probably would be little disagreement that we should undertake them **if we can afford to do so.** Furthermore, we appear to have ample human resources — in terms of volunteers for committee work — to carry out a number of such activities. The crucial issue, though, involves the fact that most of them cost money.

Examples of the kinds of activities the Division could be engaging in include several past or current projects: For example, the Division previously filed an amicus curiae brief (with, in this specific case, the costs being recovered through the sale of the document), and has just sponsored the preparation of a new brief (see other parts of this Newsletter). Possibilities for future legal activities seem almost endless. The Division is undertaking (through the work of the Public Policy and Social Issues Committee) a technical assistance program for a school district. Other activities include the potential extensive involvement of the E & T Committee and Professional Affairs Committee in the area of continuing education, and the additional efforts that could be made by the Public Relations Committee to bring the work of our members to the attention of wider audiences. The above are just illustrations and certainly in no way exhaust the list of either current or future projects. They do, though, serve to illustrate what might be possible.

The really tough and practical questions is: What are members willing to support? with APA dues now in the \$50+ range, and likely to keep increasing by an average of 5-10% a year, it is clear that most of us would be cautious in approving any Divisional dues increase beyond the absolute minimum necessary to keep up with inflation. (It should be noted that the present Message is **not** a subtle hint that we will need to ask for a dues increase in Washington in August. That may be necessary, but that is not the thrust of the issue I am trying to raise here.) Basically, then, members of the Division will need to ask themselves whether they want the Division to do more and, if so, are they willing to pay for it?

I will be asking the Executive Committee and the Long Range Planning Committee to discuss this matter at their meetings this year, but in the meantime I would welcome any comments from members that could be passed on to the Committees.

## FOCUS ON MARY TENOPYR

by Mike Kavanagh

As announced in the November issue of **TIP**, **Mary Tenopyr** has been elected to a three-year term as Secretary-Treasurer of Division 14. Mary is presently Manager of Human Resources Research for A T & T, and has previously held positions in personnel research with the U.S. Civil Service Commission and Rockwell International. As a personnel executive with Rockwell International from 1956 to 1970, she was involved in research covering nearly the entire spectrum of topics in I/O psychology. She has also served in an advisory role with the U.S. Department of Labor and the Fair Employment Practice Commission, State of California — both of these positions being concerned with compliance regarding equal employment. Her experience in academe includes teaching and research positions at California State College at Los Angeles, the University of Southern California, and the University of California at Los Angeles.

Mary has been quite active in APA and Division 14. She has served as the Division's representative to APA Council and the Board of Professional Affairs. Within Division 14, she has served on the Workshop, Education and Training, and Professional Affairs Committees. She is a Fellow of Division 14 and has been listed in **Who's Who of**



Dr. Tenopyr

**American Women.** She received her Ph.D. from the University of Southern California, has published numerous research articles, and is a member of the editorial boards of both the **Journal of Applied Psychology** and **Personnel Administration**. Finally, dear to the hearts of your **TIP** editors, Mary has been an excellent source for news items. **TIP** would like to extend its congratulations and best wishes for a successful term of office.

## NEW MEMBERS

Anyone interested in joining Division 14 should write to **Ken Wexley**, Membership Chairman, for application materials at the Department of Psychology, The University of Akron, Akron, Ohio 44325. If you know of any APA member or graduate student who may be interested in joining the division as a Member, Associate, or Student-Member, send their names to Ken or to one of his committee members: **Judy Joubet** (University of California, Irvine), **Gary Latham** (Human Resource Research, Weyerhaeuser Company), or **Bill Cayley** (University of Wisconsin, Eau Claire).

## INTERNATIONAL ENCYCLOPEDIA IN PREPARATION

by Ray Katzell

A new 12-volume reference work, entitle **International Encyclopedia of Neurology, Psychiatry, Psychoanalysis and Psychology** is currently in preparation. It is scheduled for publication late in 1976 by Van Nostrand, Reinhold. Under the general editorship of Dr. B. B. Wolman, more than half the work will be devoted to various aspects of psychology. Although topically planned, the articles will be printed alphabetically irrespective of specialty area.

**Ray Katzell** is serving as editor for the topic of Industrial and Organizational Psychology. The 33 articles under that rubric are listed below, together with the names of their authors.

Personnel Selection and Placement  
Personnel Testing  
Fair Employment Practices  
Assessment Centers  
Biographical Information Blanks  
Employment Interviewing  
Job Analysis  
Occupational Classification  
Criteria of Performance  
Performance Rating  
Job Evaluation  
Compensation  
Scanlon Plan  
Training and Development  
Training in Interpersonal Relations  
Training for Skills and Knowledge  
Training Disadvantaged Workers  
Coaching and MBO  
Job Attitudes and Satisfaction  
Employee Attitude Surveys  
Work Motivation  
Organizational Theories  
Organizational Climate  
Control in Organizations  
Participative Management  
Organizational Goals and Decisions  
Communication in Organizations  
Organizational Change and Development  
Hawthorne Studies  
Human Resources Accounting  
Union-Management Relations  
Industrial Mental Health  
Consumer Psychology

Phil Ash  
Paul Sparks  
Belvin Williams  
Doug Bray  
Bill Owens  
Henry Morgan  
Art MacKinney  
Art MacKinney  
Ed Loveland  
Dick Barrett  
Jay Otis  
H. F. Rothe  
Jack Wakeley  
John Campbell  
Bernie Bass  
John Hughes  
Dick Shore  
Herb Meyer  
Chuck Hullin  
Dave Sirota  
John Hinrichs  
Ray Hunt  
Renato Tagiuri  
Arnold Tannenbaum  
Alfred Marrow  
Bill Dill  
Karlene Roberts  
Mike Beer  
Fred Wickert  
Ren Likert  
Ted Purcell  
Harry Levinson  
Dan Yankelovich and  
Florence Skelly

The articles range in length from about 300 to 3000 words. Coverage of the I/O field is made even more comprehensive by the inclusion of a number of additional relevant articles under other topical rubrics, including such subjects as group structure and functioning and job design, and written by Division 14 members such as **Dick Hackman** and **Abe Korman**.

## ERWIN K. TAYLOR

by Ross Stagner

Dr. Erwin K. Taylor died suddenly of a heart attack on Nov. 9, 1975, in Cleveland, Ohio. He was 61 years old. Erwin served as the 15th Division 14 President (1959-60).

Erwin had been an important figure in industrial/organizational psychology for many years. He was a member of the highly fertile and productive AGO group in the U.S. Army from 1943 to 1951, working with many of the best personnel psychologists in the country and making valued contributions to the program even though he started as a rather junior member of the team.

I first met Erwin at the University of Wisconsin in 1932, when, through some accident, he became a sort of unpaid undergraduate assistant to Harry Harlow and myself when we were doing research on the effects of curare on the learning process. Erwin handled all kinds of chores, from obtaining dogs and cats for the experiment through channels we did not know about, to pursuing some of the experimental subjects when they were not quite paralyzed by the drug.

Later, while I was teaching at the People's Junior College in Chicago in 1934, I found that Erwin had been obliged to drop out of Wisconsin because of the depression and was living at home in Chicago. Faced with an unmanageable enrollment in introductory psychology (in those days, as now, the course was extremely popular with undergraduates), I arranged for him to be employed as my teaching assistant. I think he was paid about 50¢ an hour for meeting quiz sections and grading examinations. He made it possible for me to increase my teaching productivity by about 50% (but not my income; I received about \$900 for the academic year.) Perhaps this was the point at which he decided to specialize in the industrial area; I am not sure about the timing of that career choice.

When he received his B.S. degree at Northwestern and entered graduate study there, he was rated an excellent student. When he took his preliminary examinations for the Ph.D., he achieved (according to a friend of mine on the faculty) the best performance of any doctoral candidate in the preceding ten years. His record since receiving the degree validates the prediction from that (unstandardized) test.

Erwin founded *Personnel Psychology* in 1948 in collaboration with C. I. Mosier and Frederic Kuder. It quickly became a major publication outlet, not only for personnel research strictly defined, as in the Validity Information Exchange, but also for investigations in industrial behavior not normally considered to be included in personnel psychology. My early research on industrial conflict, for example, appeared in this journal.

His own research centered mostly around problems of performance ratings and the improvement of the rating procedure. However, he also published a few articles on selection, and some work in the field of supervisory climate. He was not an active participant in the line of development which changed "industrial psychology" to "industrial/organizational psychology" but he was keenly aware of and encouraged studies which began the program of relating studies of individual differences to studies of organizational variables and the interaction effects of person and organization.

While he taught at Western Reserve University in the early 1950's, he was active in the Personnel Research Institute there, and eventually established his own consulting firm, Personnel Research and Development Corporation. Most of his efforts of the last twenty years went into making this a successful and socially valuable enterprise.

He played an important part in the development of our field of specialization, and we shall all miss him.

## JOE

(Editor's note: **Joseph Weitz**, Fellow and Member of Division 14 for over 30 years, died in November 1975. In memory of one of our most respected colleagues, the following article highlights some professional and personal aspects of his career).

by

Virginia E. Schein<sup>1</sup>

Joe Weitz was a unique individual — creative, vigorous, and very much his own person. He was an unusually warm and caring person, yet strong and outspoken in his professional and personal beliefs. Out of both his strength and warmth, he impacted on everyone who met him, and I believe there will always be traces of Joe's spirit in all of us who worked closely with him.

Joe served as Professor of Psychology and Coordinator of the Graduate Program in Industrial and Organizational Psychology at New York University for the last fifteen years. As one of Joe's graduate students, I was deeply impressed by the time and concern he devoted to the development of young professionals in the field of Industrial Psychology. He was loved and respected by his students, but somewhat feared as well. Joe was no easy task master — he made strong and constant demands for rigor, proper measurement and good experimental designs. He imparted to us his belief in the applied experimental approach to problem solving. As such, I share with many students before and after me the pride and pleasure to have been trained by Joe.

Joe genuinely cared and worried about the progress of his students — be it problems with an experiment, dissertation snags, summer job or career concerns — he was always there to help. One incident stands out in my mind as an example of this caring spirit of Joe's. Although we had worked closely for several years, because of my topic area, Joe was not my dissertation advisor, nor was he on my dissertation committee. Nonetheless, on the day of my orals, as I walked out of the room a brand new Ph.D., there was Joe waiting, concerned, and anxious to be the first one to celebrate this event. While significant to me, in and of itself, I did not learn until five years later, as we chatted at a CINCON Meeting, that he had believed that I did not choose him to be on my dissertation committee. Yet, even holding this unfounded belief, he was ready and willing to help one of his students move into the professional world.

Prior to joining New York University, he was Director of Research for Richardson, Bellows, Henry & Co. Over a twenty year period he had held academic positions with Tulane and Carnegie Institute and research positions with the Army, Airforce, and Life Insurance Agency Management Association (LIAMA, now LIMRA). All of his work reflected his innovativeness, strong preference for experimental vs. correlation designs, overriding concern with criterion problems, practical bent and unique solutions to research problems.

Perhaps best known of his work at LIAMA was a series of studies examining the relationship between satisfaction and dissatisfaction with specific job aspects and performance among life insurance agents. In keeping with his strong experimental background, Joe was not content with significant correlations between questionnaire items and performance. He wanted to manipulate his independent variables. In doing such experimental work, his well known series of "job concept" or job expectation studies show that a realistic presentation of the salesman job to the applicant led to better tenure than a presentation which emphasized the advantages and glossed over the disadvantages.

<sup>1</sup>I would like to thank Paul Thayer, Ray Dry, Helen Noniewicz, Don Peterson, Bob Nuckols and Jerry Kornreick for their contributions to this article.

Joe was a "green thumb researcher" who could simplify a complex research design while retaining all elements, both theoretical and practical. He always seemed to zero in on the real issues, most clearly reflected in his consideration of and work with criterion issues (i.e., Criteria for criteria," *American Psychologist*, 1961). He was a problem solver, dedicated to seeking solutions that were creative, practical and of high scientific quality. Not all of his innovations, of course, were successful. His "general bitchiness" scale as a moderator of the relationship of job satisfaction to performance criteria never quite panned out. But the idea **still** seems like a good one.

He authored some 40 publications ranging from an introductory textbook to an annual review of the literature in Industrial Psychology. His published studies appeared in the *Journal of Experimental Psychology*, *Journal of Comparative Psychology*, and *The American Psychologist* as well as the major journals related to Industrial and Personnel Psychology, Management, and Marketing. The professional respect that Joe generated is evidenced by his national reputation. He served as associate or consulting editor of five psychological journals, as an elected Member at Large to the Division 14 Executive Committee, and as a member of the APA insurance Trust.

His colleagues at LIMRA say of Joe that he had no enemies and that anyone he met responded to him instantly with friendship. His keen and practical mind made him a respected man; his warmth, a people's man; his love for jazz, a music man, and his sense of humor, everybody's man. His colleagues at CINCON, at whose meetings his humor, practical insights and pointed questions were always welcome, speak of his generosity and willingness to help his friends. I am grateful to having been one of his students and colleagues and I say very simply "thank you, Joe."

## Distinguished Professional Contribution Award

The Committee on Professional Awards of APA has announced that nominations are open for the Distinguished Professional Contribution Award for 1976. The award is presented annually to an APA member who has advanced psychology as a profession by distinguished contributions to knowledge or practice. The award began in 1972, and previous award recipients were **Carl R. Rogers**, **David Wechsler**, **Noble H. Kelley**, and **George H. Kelley**. The deadline for nominations for the Award to be presented in 1976 at the Convention is May 15, 1976. Nomination award forms are available from: Professional Award Department of Professional Affairs, APA, 1200 17th Street, N. W., Washington, D. C. 20036.

## Distinguished Teaching In Psychology Award

The American Psychological Foundation Teaching Award Committee has announced that nominations are open for the 1976 award. The annual award is announced at the national convention and includes a check for \$1000. The nomination deadline is March 31, 1976, and the Committee decision will be made by June 1, 1976. Nomination materials can be obtained from: Professor George W. Albee, Chair, APF Teaching Award Committee, Psychology Department — Dewey Hall, University of Vermont, Burlington, Vermont 05401.

## NOTES AND NEWS

by Art MacKinney

Perhaps you noticed elsewhere in this issue of **TIP** that the Division has copies of our most recent **amicus** brief available to members at \$5. per copy. It was prepared on behalf of Division 14 by a group of Atlanta attorneys for consideration by the U.S. Supreme Court in the case of *Washington vs. Davis*. The writer has had an advanced look at the brief and recommends it to **TIP** readers. Write for a copy to Secretary-Treasurer **Mary Tenopyr**, A T & T, 195 Broadway, Rm. C1620, New York, 10007.

**Paul Ross** has written an analysis and critique of the proposed revision of the APA ethical standards which he has sent to the Committee doing this work. His analysis presents some interesting potential problems for the organizationally-oriented professional practitioner. I'm sure that Paul would welcome interaction with like-minded **TIP** readers. Write The Ross Co., Todd Pond, Lincoln, Mass., 01773.

**TIP** has been informed that on December 4, 1975, EEOCC issued the latest version of the uniform guidelines. It is in mimeo form and is distributed for the purpose of receiving comments until February 1, 1976, at which time the guidelines will be published in the **Federal Register**.

**Jim Terborg** has joined the I-O group in the Department of Psychology, University of Illinois, Urbana. **George Graen** also of UI, Urbana, informs **TIP** that he is seeking another person at the Assistant Professor level for Fall, 1976. There is a position opening announcement elsewhere in this issue.

**J. G. Hunt** of Southern Illinois University has issued a call for papers for the 1976 Leadership Conference. Full details appear elsewhere in this issue of **TIP**.

The December issue of **Exchange**, a publication of the Center for Public Personnel Management of the National Civil Service League, announced the appointment of **Aurelius Abbatello** formerly of the Chicago Civil Service Commission, as Senior Associate, Selection and Placement.

**John B. Miner** has just completed a three-year term as Editor, *Academy of Management Journal*, and he is succeeded by **Larry Cummings** of the University of Wisconsin. John commented in the latest (December 1975) issue, "The three years of my editorship have been stimulating, challenging, and at times sobering, but overall the experience has been a very satisfying one and I have felt honored to be associated with a publication of the **Journal's** stature."

The International Council of Psychologists is holding its 34th annual convention in Paris on Saturday, July 17, immediately preceding the 21st International Congress. For further information write **F. A. Mullen**, 4014 Cody Road, Sherman Oaks, California, 91403.

**M. Peter Scontrino**, I-O psychologist from Issaquah, Washington, is currently serving a term of office on the Executive Committee of the Washington State Psychological Association.

**Larry Axline** of Elmer Fox, Westheimer & Co., of Denver (1660 Lincoln St.) writes that should we change the name to Division of Organizational Psychology, we would also have to change **TIP** to **TOP**, and that such an appellation wouldn't be entirely inappropriate. Ah, Larry, flattery gets you everything around here! Even a mention in Notes and News.

**Gary Latham**, Weyerhaeuser Co., has been appointed an Affiliate Assistant Professor in the Department of Psychology, University of Washington. He will be supervising field and laboratory studies of graduate students.

**Clifford E. Jurgensen**, until recently Vice-President of Human Resources, Minnesota Gas Company, has retired from full-time duties (but he continues as a consultant with the firm) and moves into full-time consulting in the Twin Cities Area. Cliff has been a professional in our field for 38 years and has published over 85 articles in various professional and trade journals. Write him at 4310 Minnetonka Blvd., St. Louis Park, Minn., 55416.

Last August's issue of **TIP** somehow overlooked the fact that **Robert D. Dugan** of International Telephone and Telegraph is serving a term (1975-77) as Chairman of the APA Committee on Psychological Tests and Assessments. This is a key APA slot and while we admit chagrin at overlooking him earlier, it is with genuine pleasure and pride that we acknowledge his position now. Write Bob at 320 Park Ave., New York, 10022.

**David W. Lacey** has been appointed Manager of Organization and Management Development of the Chemical Group, Celanese Corporation, 1211 Avenue of the Americas, New York, 10036. Formerly Dave was with American Home Products Corporation.

**Joseph R. Nevotti** has been appointed Manager, Management Development, Data General Corporation. His address is Route 9, Southboro, Massachusetts, 01772.

**Ed Fleishman** reports that plans are in progress for the 1978 meetings of the International Association of Applied Psychology to be held in Munich. Applications for membership may be received from **Harry Triandis**, Department of Psychology, University of Illinois, Urbana.

**Juanita M. Kreps**, Vice-President and Professor of Economics at Duke University has been elected to the Board of Governors of the Center for Creative Leadership, Greensboro, North Carolina.

**Jack A. Parrish** has joined the Chicago office of Management Psychologists, Inc., as Vice-President and Consulting Psychologist. Jack Plaza, Suite 822, Chicago, 60606.

**Mary L. Tenopyr**, Secretary-Treasurer of Division 14 and Manager Human Resources Research for A T & T, has been appointed to the APA Committee on Employment and Human Resources, and liaison from the Board of Professional Affairs to the APA Continuing Education Program.

The Industrial Relations Center of the University of Minnesota has available an interesting and useful bulletin, reprint, and working papers series. For full information write IRC, 537 Business Administration Building, Minneapolis, 55455. Division 14 members' names are common on these lists.

In case you missed it, you might be happy that I told you that the University of Maryland is advertising for an Assistant Professor of I-O Psychology. Write **Ben Schneider**, Department of Psychology, U. of Maryland, College Park.

Somewhat to our collective chagrin, we have discovered that noone has an "official" backfile of issues of **TIP**. Since there is occasional need to make reference to old issues, perhaps some kind soul would like to donate a set of backfiles to Division 14. I'm sure an appropriate home for them could be located, perhaps with the Division archives at the University of Akron. How about it? Does anyone have old **TIP**'s they would donate? Drop a note to **Art MacKinney** if you do.

**Hal Kaufman**, Director of the Organizational Behavior Program at the Polytechnic Institute of New York has published two books recently: **Obsolescence and Professional Career Development**, for the AMA, and **Career Management** for the Institute of Electrical and Electronics Engineers. More info is available from Hal: 333 Jay St., Brooklyn, 11201.

**TIP** has asked **Wayne Sorenson** of State Farm Insurance to do an article for a forthcoming issue on the problem of malpractice and professional liability insurance. We hope to have this available in time for the May issue.

The Association for Women in Psychology held a National Conference on Feminist Psychology, January 29-February 1 at the University of Tennessee, Knoxville. For further info write **Sharon Lord**, 108 Claxton Education Bldg., U. of Tennessee, Knoxville, 37916.

**John Miner**, Research Professor of Management at Georgia State, has been elected Vice-President and Program Chairman at the Academy of Management.

**Felix Lopez** writes that he is President-Elect of the Personnel Division and a member of the Council of Representatives of the NY State Psychological Association. He is also Program Chairman of the Personnel Division's program for the 1976 annual convention.

**Art MacKinney** is currently serving a term of office (1975-77) as President of the Miami Valley Psychological Association and serving on the Executive Board of the Ohio Psychological Association. He is also a member of the Professional School Committee of the Ohio association.

The American Psychological Foundation is soliciting nominations for the 1976 National Media Awards which recognize outstanding reporting which increases the public's knowledge and understanding of psychology. Winners are chosen in five categories: television-film, radio, newspaper, magazine, and books-monographs. All five are invited to the APA annual convention at the Foundation's expense and the grand prize winner receives a \$1,000 award. Self-nomination is encouraged. Write to **Mona Wachtel**, APA, 1200 Seventeenth St., N.W., Washington, DC, 20036. Deadline is May 5.

The newsletter of Division 34, Population Psychology, has recently published an invited essay entitled, Needed Population Research and Teaching: Challenges and Opportunities for Psychologists. The purpose of the article is to "stimulate and encourage" psychologists of many persuasions to get involved in research and teaching relating to population. One of the authors, **S. H. Newman** of NIH, will send further info. Write him c/o Educational Affairs Office, APA, 1200 Seventeenth St., N.W., Washington, D.C., 20036.

In a copyrighted piece, **Paul Ross** reports some interesting findings and observations under the title, Is There a Market for Research in Management Processes? This is reported in the December, 1975 issue of his **Note to Chief Executive Officers**. Interested readers should write to Paul, Todd Pond, Lincoln, Mass., 01773.

**Jim Thurber** has been appointed Director, Human Resources Development, Valmont Industries, Valley, Nebraska. Valmont is a manufacturer of cold-roll steel products, mainly used in irrigation, lighting, tubing, and transmission structures.

**TIP** has learned from Bob Pritchard that **Jim Naylor** will be on sabbatical for part of 1976 which he will spend in Sweden. During his absence, Bob will be Acting Editor of **Organizational Behavior and Human Performance**. Both Bob and Jim are at Purdue University.

**Howard M. Weiss** has been appointed to the Industrial-Organizational faculty at Purdue University, West Lafayette, Indiana. Howard received his Ph.D. from **Ray Katzell** at NYU.

All Division 14 members should have received information on the Distinguished Professional Contribution Award and the Distinguished Teaching in Psychology Award for 1976 (also described elsewhere in this issue). **TIP** would like to encourage the nomination of Division 14 members for these awards.

Don't forget — any news items — send them to **Art Mac Kinney**.

## The 35th Annual Meeting of the Academy of Management — A View from the I/O Psychologist's Perspective

by Peter Weissenberg

Mike Kavanagh reported that the Division 14 meetings at Chicago (which I couldn't attend) were still replete with questions and concerns over our identity. He suggested that perhaps our identity will be sharpened by examining other places where we as I/O Psychologists take part in the programs and activities, and asked me to report on the recent annual meeting of the Academy of Management.

There are, of course, several divisions of the Academy, and each presents its own series of program activities. At least nine of these divisions are of interest to the I/O Psychologist, and papers were presented in each. However, the heaviest concentration of participation by I/O Psychologists, and the largest incidence of papers and symposia of relevance seems to occur in the Organizational Behavior Division, the Organization and Management Theory Division, the Organization Development Division and the Manpower Management Division.

Below are some examples of the symposia and presentations that were directly related to our interests. O.B. Division papers — "MBO and Motivation," "Determinants of Job Involvement," "The Great Hi-Hi Leader Behavior Myth." Several symposia—mine on "Challenges to Existing Approaches to Understanding Job Satisfaction" including papers by Steve Kerr, Ben Schneider, Ed Locke, and Walter Nord, and discussant comments by Leo Gruenfeld; another entitled "Management Implications of Feedback Research including presentations by Dave Herold, Morgan McCall, and Ken Wexley. OM & T Division — "Organization Structure, Attitudes and Behavior," "Measuring

Managerial Role Behavior," "Organizational Climate: A Study of Perceptual Consensus in Two Organizations," as well as a paper session on research methods, chaired by Karl Weick, including papers by Steve Kerr, Jay Lorsch, and Bob House. Further, there were several interdivisional sessions, like the symposium chaired by Lyman Porter on "Alternative Research Methods and Theory Development" which included papers by Ed Lawler and Karl Weick.

Not only should the above topics give an idea of the direct relevance of the Academy sessions to the field of I/O Psychology, but in addition to the participants listed above many other persons in our field were at the sessions, for example, Ralph Stogdill was much in evidence and Larry Cummings and John Miner both participated in several ways. Dave Friedland, Tim Hall, and Henry Tosi were also actively involved.

I felt quite at home at the formal as well as informal sessions of the national academy meetings. In fact, as is usually the case, often the informal interactions with like-minded colleagues were more rewarding and stimulating than some of the paper sessions, although the quality of the latter was also uniformly good. But the atmosphere of the entire four-day experience was definitely one within which the I/O psychologist should feel at home. Further, it is a smaller group (about 900 total attendees), so that divisional sessions are generally manageable and small group informal interactions are heightened.

My feeling is the meetings of the Academy and its regional components are definitely worth attending. It may help us to better define our identity.

## AIDS Meeting Report by George P. Huber

Workshop was organized and chaired by George Huber.

The Seventh Annual Meeting of the American Institute for Decision Sciences (AIDS) was held November 5 - 7 at the Cincinnati Convention Center in Cincinnati, Ohio. Warren Bennis was the guest speaker at the President's Luncheon, speaking on the topic "Emerging Perspectives in Organizational Development."

AIDS is not organized into formal divisions, but the national and most regional meetings have their programs structured according to interest areas. Organizational behavior has, for the past several years, been one of the most active interest areas and for the 1975 meeting had a larger number of papers submitted for review than did any of the other twenty interest areas. Eighteen of these papers were selected for inclusion in the regular sessions and about an equal number were accepted for presentation at the topic tables.

The majority of the regular session Organizational Behavior and Decision Making papers focused directly on decision making, e.g., on conflict resolution, group decision processes, bargaining behavior, and individual information processing. Most of the remainder were indirectly related to decision making, e.g., organizational adaptation to the environment.

The Organizational Behavior and Decision Making Workshop included four discussions, one led by W. Clay Hamner who spoke on "Bargaining As an Organizational Decision Making Process," another led by Sarah Lichtenstein who spoke on "Behavioral Decision Theory," another led by Robert Duncan who spoke on "The Relationship between Organizational Environments, Decision Structures, and Boundary Spanning Behavior," and the last led by David H. Gustafson who described four "Case Applications of Behavioral Decision Theory." This

The Organizational Design Workshop also included four discussions, one led by Donald Gerwin on "Alternative Organizations," another led by Arie Lewin on "Organization Redesign in the Real World," another led by Richard Burton on "Teaching the Behavioral Science Core in an Organizational Design Framework," and the last led by Louis Pondy on "Organization Design and the Decision Sciences." A number of other guest speakers also aided in these discussions. This workshop was organized and chaired by Arie Lewin.

The Program Co-Chairpersons for the 1976 meeting, to be held November 10-12 in San Francisco, are W. Clay Hamner of Northwestern University and Phillip Carter of Michigan State University. The co-ordinator for the Organizational Behavior and Decision Making area is Douglas T. Hall of Northwestern University. Tim would be pleased to answer inquiries from Division 14 members concerning those aspects of the 1976 Meeting that might be of most interest to them.

It is worth noting that AIDS has actively sought participation by behavioral scientists in its overall program and will undoubtedly continue to do so. A conspicuous example of this was the guest editorship of Larry Cummings for the July 1974 issues of *Decision Sciences*. These issues contained eight invited articles on various aspects of organizational behavior or behavioral decision theory. Recent issues of *Decision Sciences* have each contained articles by behavioral scientists, some articles being methodologically oriented but most being empirical studies of some aspect of decision making behavior at the individual, group, or organizational level.

## REPORT ON PUBLIC RELATIONS

By **Dick Peterson**

The Public Relations Committee has objectives in four specific areas this year. Activities on each are reported briefly below:

**Image of I/O Psychologists:** "To Whom?" is a key question. General public? Students? Other APA Members? Business executives? Members of other professions and organizations? We have tentatively decided to concentrate on the last two of these audiences. **Joel Lefkowitz** has identified studies over the last 20 years or so and has prepared a proposal for a small-scale research study to get information about our image from samples of audiences. This proposal is being reviewed in February by the Executive Committee.

**News Releases:** We would like to help members get more news publicity for their activities and accomplishments. **Herb Kamin** is planning a members' "kit" for preparing and disseminating news releases on your own or others' results, we may be able to help you get some visibility for them. Send me the details and we'll take it from there.

**Articles in Outside Publications:** I/O psychologists are publishing articles in a lot more places than the psychology journals, and we think this should be encouraged — particularly if the author is identified in some way as an industrial-organizational psychologist. We would like to get some measure of where our members are publishing, especially in non-psychology journals or magazines. Take a few minutes and do two things for us:

- ... Make a list of any articles you have published in outside publications. This might include management, legal, medical, training, other specialized journals, etc., as well as general magazines. This might also include articles in which you are quoted or your work is cited in some way.
- ... Also list any additional outside publications in which you have found articles written by I/O psychologists or by others on subjects which I/O psychologists get involved in.

Send your lists to me. **Lyn Munger** will try to produce a list of places for getting I/O psychology articles published outside the regular journals for relevant audiences. **Paddy Doll** is developing ideas for a strategy for selecting such audiences and making contacts for possible publication in their journals.

**Speakers Directory:** We have completed a telephone survey of a 20 per cent random sample of the members listed in the current Directory to find out if they have ever been contacted to speak as the result of being listed. Results briefly:

- 10% (4 of 40) had been contacted at least once;
- 12% (5) have used the Directory themselves to look up members;
- 37% (15) think the Directory should be updated and redistributed,
- 47% (19) do not think so, and 16% (6) have no opinion.

Results are being reviewed by the Executive Committee prior to a decision about future revision or distribution.

**Final Suggestion:** When you publish, speak in public, or are interviewed, consider identifying yourself specifically as "an industrial psychologist" or "an organizational psychologist." It may also be appropriate to mention membership in the American Psychological Association. It's difficult to develop and promote **any** image of I/O psychology if our members don't acknowledge their own affiliation to the profession.

If you have information in response to the above requests or comments on the activities of the committee, please send them to: **Richard D. Peterson**, AT&T, 195 Broadway, 30-2274, New York, NY 10007.

## PUBLIC POLICY AND SOCIAL ISSUES

by **Joel Moses**

Considerable progress has been made on the committee's Technical Assistance Program. This, as noted in previous editions of **TIP**, is an experimental effort by the Public Policy and Social Issues Committee to make a voluntary professional contribution to a public service agency. The program is intended to serve as a pilot for future Division 14 activities in the public service sphere. It hopefully will also serve as a model for broader involvement with a variety of public service agencies at the local level.

Through the joint effort of the Committee and the National Association of Secondary School Principals, (NASSP) two pilot school districts (in Charlottesville and Prince William County Virginia) have been identified. In each of these districts, assessment centers are being established to aid in the identification and development of secondary school administrative personnel.

An ambitious schedule of events has been designed to identify assessment dimensions and appropriate measurement techniques as well as to develop assessment schedules and training activities. A job analysis has been initiated. By the end of this year, we can expect to see all of the pre-assessment implementation planning to be underway. A special assessor training workshop will be conducted in the Spring of 1976 using NASSP's facilities in Washington and we anticipate initiating each assessment center by April 1976.

The committee members, **Bernie Bass**, **Brenda Gurel**, **Hal Hendrick**, **George Henderson**, **Tom Jeswald** and **Joel Moses** have continuously met with **Paul Hersey** (Director NASSP) to establish overall project responsibilities and functions. A variety of data-gathering instruments are being designed in order to collect evaluative information concerning the success of the trial. This will include: assessor performance changes, organizational climate changes (pre and post assessment) as well as the performance of participants during assessment and on the job. Keep tuned to **TIP** for further details of our progress or feel free to contact any of the committee members concerning the project.

## Cattell Research Proposal Competition

To stimulate excellence in research, Division 14 sponsors the annual **James McKean Cattell Award** for the outstanding research proposal submitted in competition. The competition is administered by the Divisional Scientific Affairs Committee. The award is given for a research design rather than a completed project to encourage psychologists to make creative and rigorous approaches to organizational problems. Completed projects will not be considered but pilot work may have been accomplished. A \$500 award is made to the winner of the competition, and the Scientific Affairs Committee will aid the winner in finding an appropriate site and/or funding. For the criteria used in judging entries write to **Robert F. Morrison**, Faculty of Management Studies, University of Toronto, Toronto, Ontario, MSS 1V4, Canada. Proposals must be submitted **no later than April 15, 1976** to the Secretary-Treasurer of the Division, **Dr. Mary Tenopyr**, American Telephone and Telegraph Company, 195 Broadway room C 1620, New York, New York 10007. Submissions should be no longer than 20 pages plus references. You need not be a member of Division 14 to enter the competition.

## Call for Volunteers for Committee Service by Lew Albright

The Committee on Committees is seeking individuals interested in serving on standing committees during the year 1976-77. According to the Division 14 Bylaws, the Committee "... shall make a special effort to see that each year some members of the Division who have not served frequently in the past are appointed to standing committees".

If you would be interested in becoming active in Division 14 through Committee participation, or if you know someone whom you feel should be nominated, please submit your suggestions by March 15, 1976, to **Lew Albright**, Chairman of this year's Committee on Committees. His address is: **Dr. Lewis E. Albright**, Kaiser Aluminum & Chemical Corp., 300 Lakeside Drive, Oakland, California 94643. It would be helpful if you would indicate the committee or committees for which primary consideration is requested, list any special qualifications for appointment, and include a recent vita if you have one.

The qualifications of each individual will be reviewed by the Committee on Committees, which will then make its recommendations for appointment to Division 14 President-elect **Paul Thayer**.

If you were one of those who submitted an application for Committee membership last year, but were not appointed, you need not reapply. Your application will be reconsidered by this year's Committee on Committees along with those of persons who respond to this call.

## FINAL CALL FOR FELLOW NOMINATIONS

**April 1, 1976** is the date when fellowship nomination papers must be complete. It takes time and effort for nominators to get information from sponsors and to prepare the documentation needed. **Not much time remains.**

Forms and instructions can be obtained from the Chairman of the Division 14 Fellowship Committee: **Dr. Albert S. Glickman**, American Institutes for Research, 3301 New Mexico Avenue, N.W., Washington, D.C. 20016.

To become a Fellow, a member must be nominated and endorsed by other members. He cannot initiate his own application. The responsibility rests with members of the Division to see that highly qualified people are given this recognition. The reputation of the Division of Industrial-Organizational Psychology can only be enhanced when distinguished names are added to its company of Fellows.

## Professional Affairs Report

**Bob Heckman**, Chairperson of the Professional Affairs Committee (PAC), reports the following activities to **TIP** regarding Professional Affairs Committee members. **Jim Sharf** is compiling a summary of court cases in the area of testing and selection. This should be completed within the next several months. **Rich Arvey** and **Ed Levine** are establishing liaison I/O psychologists in each state so that PAC can monitor State licensing activities. **George Hollenbeck** will be work on continuing education issues with the E&T Committee. **Fred Fiedler** and **John Rasmussen** are examining the possibility of a Division 14 Professional Practices Award. **Frank Smith** and **Nancy Mansfield** are seeking ways to examine and define the practice of I/O psychology.

## SURVEY OF GRADUATE PROGRAMS by Jack Duffy

Division 14's First Annual Survey of Education and Training Programs in Industrial / Organizational Psychology and Organizational Behavior has just been completed. (The results of the survey can be obtained from **Mary Tenopyr**, American Telephone & Telegraph Co., 195 Broadway, Room C1620, New York, NY 10007.) The survey includes 24 Psychology Departments and 11 Schools of Management. Of these 35 programs, seven consist of only terminal M.S. or M.A. degrees.

The survey was intended to supplement the roster of programs described in other APA publications. Information listed runs from "Chairperson of program" to "Number and job categories of recent graduates." The listing of "Model(s) of Training Emphasized" in each program significantly increased my browsing time.

While the survey will be continued next year, there were many schools not included this year. The booklet acknowledges 43 Psychology departments which were not covered. If terminal M.S. and M.A. programs are going to be considered, there are probably more than 43. With the addition of Schools of Management, this number could be considerably more. Assuming there will be a second annual survey, it would probably be easier for unlisted program chairpeople to contact the Education and Training Committee than vice versa. They should request a copy of the survey questionnaire from **George Thornton**, Department of Psychology, Colorado State University, Ft. Collins, Colorado. If this survey becomes more complete, it will be a handy reference for all I/O psychologists and academic counselors.

## Scientific Affairs Progress Report

**Bob Morrison**, Chairperson of the Scientific Affairs Committee, reports the following activities of the Committee: Most of the Fall activity involved getting out the mailings for the Cattell and Wallace awards. (See notice on the Cattell award in this issue.) **George Graen** is working on a summary of his analysis of past Cattell award winners which should be ready for the May issue of **TIP**. **Dan Ilgen** is responsible for writing the criterion study presently being conducted by the Committee. This report should appear in either the May or August issue of **TIP**. Most of the Committee's work is ahead of them in processing and judging both the Cattell and Wallace awards.

## ADVANCED WORKSHOPS

The Education and Training Board is now accepting proposals for the 1976 advanced workshops in continuing education. Workshops are designed to provide APA members with training which might be difficult to obtain otherwise, to present opportunities for intensive interaction among the workshop leaders and the participants, and to provide direct experience with techniques, skills and materials. Brief proposals (2-3 pages) should contain title of workshop, name(s) of workshop leader(s), focus of workshop, demonstrations, equipment needed, etc. **Deadline for receipt of all proposals is February 16, 1976.** Requests for additional information should be directed to: **J. Russell Nazzaro**, Ph.D., Educational Affairs Office, American Psychological Association, 1200 Seventeenth Street, NW, Washington, D.C. 20036.

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**TIP WELCOMES YOU**

## "LEADERSHIP: WHERE ELSE CAN WE GO?":

A Conference Held at the Center for Creative Leadership

by Morgan McCall, Jr.

Leaders have very little impact on organizational outcomes?

Effective leaders are spineless?

Leadership researchers are embalmers?

We are studing thswrong problems?

The New Yorker is the best social science journal in America?

These are but a few of the hypotheses generated during a conference on leadership held at the Center for Creative Leadership in Greensboro, North Carolina on June 30-July 1. The conference, stimulated by a growing frustration with current leadership theory and research, gathered six creative social scientists, surrounded them with a diverse audience of trainers, researchers, and practitioners, and turned them loose on the topic of leadership. The outcomes were irreverant, insightful, and invigorating.

**Karl Weick** (Cornell University), **Jeffrey Pfeffer** (University of California), **Craig Lundberg** (Oregon State University), **Lou Ponds** (University of Illinois), **Peter Vaill** (George Washington University), and **Ian Mitroff** (University of Pittsburgh) presented some of their thinking on leadership issues and ran workshops to develop and elaborate their ideas.

Pfeffer began the conference by confronting the assumption that leadership really matters. A number of constraints on leader behavior—including selection processes, shared power, and social systems—were analyzed, and he concluded that leaders have little unilateral control. Why, then, do we perceive leadership as causally related to organization outcomes?

Pfeffer said that people like to attribute "cause" to leaders because individual actions can be seen, understood, and to some degree controlled; whereas earthquakes, economic fluctuations, or political changes cannot be.

Weick followed by discussing effective leaders as media; with a good medium characterized by a large number of independent elements which are externally constrained. He concluded by suggesting that leadership researchers are not good media and by calling for research by differentiated generalists and unstatistical naturalists.

Dr. Hypothetical, created by Craig Lundberg, outlined six variables often neglected in leadership research: self-expectations, energy level, non-distractability, body armoring, leaders' shadow, and lieutenants. Further, he suggested, thinking about leadership would be clarified if the noun "leadership" were replaced with the verb "leadering".

The structure and learning of language is a useful analog to the study of leadership. Lou Ponds explored how the single term "leadership" is misleading and how we look for uniformity rather than variety in leadership behaviors.

Peter Vaill's focus — what is the reality of the "it" the person is leading — emphasized the need to understand the system in which leadership is embedded. Using numerous examples of holistic thinking, including the USC-Notre Dame game, Vaill outlined how research training, accepted methodologies, and publication practices mitigate against a full understanding of jointly optimizing systems and the leadership processes within them.

(Cont'd. on Page 29)

## Division 14 Small Group Discussions

by John H. Wakeley

In the last issue of **TIP**, the Program Committee presented some general numbers to indicate an overall good response to the small group discussions in Chicago. Now, thanks to the labors of **Stan Acker**, we can provide more specific numbers to confirm that the small group discussions were well received.

During the convention, there were six small group discussions held in Private Dining Room 1.

1. The Remaking of **TIP** — **Art MacKinney, Mike Kavanagh, Marshall Sashkin, and Duncan Dieterly.**
2. Women and Jobs Requiring Heavy Physical Work — **Dick Campbell.**
3. Career Planning Development — **Walt Story and Stan Acker.**
4. Integrated Staffing — **Lew Albright.**
5. Transactional Analysis of Communication — **Stan Acker**
6. Upward Performance Appraisal — **Stan Acker.**

Eighty participants in the sessions returned usable evaluation forms. The overall responses to the first four questions on the evaluation form were as follows.

1. Did you stay for the entire discussion?

Yes	No	Uncertain	No Response
(45)	(28)	—	(7)

2. Was it worth your time to attend?

Yes	No	Uncertain	No Response
(73)	(1)	(5)	(1)

3. Did you participate in the discussions?

Yes	No	Uncertain	No Response
(73)	(7)	—	—

4. Would you like such sessions scheduled at future A.P.A. conventions?

Yes	No	Uncertain	No Response
(76)	—	(4)	—

Five of the sessions conformed closely to the overall response picture. In the five cases, more than half to ninety percent of people stayed the whole time, all found it worthwhile, participation rate was about ninety percent, and all thought that sessions of the same kind should be scheduled at future A.P.A. conventions. The exceptional case was the Transactional Analysis of Communication discussion where only three of eleven people stayed for the entire discussion. Despite this, eight people reported it was worth their time to attend, one reported that it was not worth the time, one was uncertain, and one made no response. Nine people participated in the discussions and two did not, and on the question, "Would you like such sessions scheduled at future A.P.A. conventions?", eight said yes and three said uncertain.

Participants also answered three additional questions: (1) What would have made this a better session for you? (2) What were the good points? and (3) What other comments or suggestions do you have? In general, the comments were favorable to the specific topics, were supportive of the format, and encouraged the Program Committee to attempt to schedule similar sessions in the future.

The Program Committee is attempting to have small group discussions in Washington; however, restricted space in Washington hotels and restricted money all over the world may thwart our efforts.

As I write this report, the Call for Programs has just gone out, the telephone has started to ring and the letters have begun to arrive. As you read this, the Program Committee is reviewing all the proposals and preparing to meet to make selections. See you in Washington.

# VALIDATION REQUIREMENTS CLARIFIED BY SUPREME COURT

by Mark Lifter

(ed. note — The following article appeared in the September 1975 EEO Letter of Arthur Young & Company. It is reprinted with permission by the author.)

The Supreme Court has decided a case of particular significance for companies concerned with both EEO compliance and effective personnel selection procedures — **Albemarle Paper Company et al v. Joseph P. Moody et al.** In its first EEO-related decision, **Griggs v. Duke Power Company**, the Court proscribed the use of employment tests that were discriminatory unless the employer could prove job relatedness. In handing down the new decision on June 25, 1975, the Court addressed the important question, "What must an employer show to establish that pre-employment tests, racially discriminatory in effect though not in intent, are sufficiently 'job related' to survive challenge under Title VII?"

To determine if the procedures used in selecting job applicants for employment are acceptable under Title VII, companies must perform a validation study. A validation study refers to the documented demonstration, often on statistical grounds, of the job relatedness of a selection procedure. In the specifics of the **Albemarle** opinion, the Court had much to say about the requirements for conducting legally and professionally sound validation studies. This article summarizes the major conclusions and implications of the **Albemarle** opinion.

## 1. EEOC Guidelines

The most important aspect of the **Albemarle** decision was that the majority opinion of the Court fully supported the current EEOC Guidelines on Employee Selection Procedures. The Court restated the position it took in the **Griggs** case, that the **Guidelines** are "the administrative interpretation of the Act

by the enforcing agency and are entitled to great deference." Thus, it should be abundantly clear that the technical requirements of the **Guidelines** regarding validation studies should be followed.

Chief Justice Burger, however, did register a dissenting opinion, arguing that "slavish adherence to the **Guidelines** regarding test validation should not be required." Chief Justice Burger noted that the **Guidelines** should only be entitled to the same weight as expert testimony. In spite of this dissent, it appears likely that the courts will tend to compare validation studies with each section of the **Guidelines** on a point-by-point basis.

## 2. Job Analysis

A major weakness of **Albemarle's** validation study was that tests which were validated for only certain jobs were applied as selection devices for other jobs. As the Court pointed out, the 1970 **Guidelines** allow the use of tests that have not been validated only if there are "no significant differences between the studied and un-studied jobs." This means that organizations which can systematically show similarities between jobs would not necessarily have to validate their tests for every job.

The Court views job analysis as an effective way to determine the existence of significant differences between jobs and the logical basis for transferring validity from job to job. Sound professional personnel practice, in any case, should include a preliminary job analysis as the foundation of any validation study.

## 3. Supervisory Ratings and Other Criteria

Through the **Albemarle** decision, the Court confirmed the EEOC's broad interpretation of "tests." The decision clearly supports the Tenth Circuit Court's ruling in **Brito v. Zia**, where yearly performance appraisals

by superiors were treated as tests.

Measures of job performance, particularly subjective supervisory ratings, must be developed carefully and analytically. The Court recognized that the measure of performance reported on in **Albemarle's** validation study as a very vague and general ranking method that made it difficult to determine the criteria actually used by the supervisors. The implication is that the criteria of job performance should be carefully defined and should be justifiable in terms of the behavior demanded on the job. Essentially, proper validation procedures require linking the development and evaluation of performance criteria to the original job analysis. The opinion did not, as some believe, outlaw the use of supervisory ratings.

## 4. Level of Jobs Involved in Validation

Companies must carefully choose the appropriate job level on which to base their validation study. In **Albemarle**, the validation study focused on jobs that were at or near the top of lines of progression in the company. Tests validated for high-level jobs were administered to applicants who would never attain such high positions or, if they did, would do so only after a considerable period of time with the company.

The Court's decision suggests that companies generally should validate tests used for entry-level selection by basing their data on incumbents in entry-level jobs — unless there is normally rapid and frequent promotion into higher-level positions. The Court pointed out that such entry-level validation is of special importance when employees have historically been promoted into higher-level jobs without having had to pass the entry-level tests.

## 5. Validation Based on Employees Rather Than Applicants

When conducting validation studies, it is vital that the sample of employees studied be as representative as possible of the racial and

sexual makeup of the applicant population. As the Court aptly put it, "**Albemarle's** validation study dealt only with job-experienced, white workers; but the tests themselves are given to new job applicants, who are younger, largely inexperienced, and in many instances non-white." This should not be construed to mean that the Court has ruled out "concurrent" validity studies — that is, studies that evaluate the current relationships between test scores and job performance among employees, rather than the predictive relationships between test scores of applicants and their subsequent performance after hire (predictive validity).

More precisely, the Court has stressed the need to minimize important differences between employee groups studied and applicants whose employment may ultimately be dependent upon test results.

## 6. Differential Validation

To determine whether tests are equally valid for various employee groups — including minorities and women — the Court stressed the need to conduct "differential validation" studies. This refers to the separate generation and reporting of data and validity results for minority and nonminority groups, whenever feasible. Whether tests are equally valid for minorities and non-minorities was a significant question in **Albemarle** because that validation study had been based on a predominantly white sample of employees, even though a sufficient number of minorities in lower-level jobs were available. Thus, it would have been possible to carry out differential validation if lower job levels had been utilized in the study (see point 4).

## 7. Alternative Selection Procedures

The Court addressed itself to what many consider the "Catch-22" of the **Guidelines**. Section 1607.3 of the **Guidelines** states that the use of a test that produces adverse impact on employment opportunities of protec-

ted classes is discriminatory unless (a) the test has been validated and (b) the company can demonstrate that alternative suitable procedures are not available for use. Until now, it has never been very clear how one would demonstrate that such alternatives were unavailable. In **Albemarle**, the Court specified that it is the responsibility of the complaining party to show that other tests or procedures, "without a similarly undesirable racial effect, would also serve the employer's legitimate interest in efficient and trustworthy workmanship."

#### 8. Due Professional Care

The Court noted that the industrial psychologist retained by Albemarle "spent a half day at the plant and devised a 'concurrent validation' study, which was conducted by plant officials, without his supervision." Although the implication of the brevity of the psychologist's direct involvement was not specifically commented upon, it is evident that the Court viewed with some degree of skepticism the results of such limited contact. Organizations are thus advised to carefully evaluate plans or proposals for validation studies which, as appealing as they may be, promise

overly quick and easily obtained findings.

The foregoing conclusions of the Court in **Albemarle** are significant guidelines for the conduct of future validation research. The opinion clearly strikes at inadequately conceived and conducted validation studies. This is not to say that all questions of practice and procedure have been permanently answered or addressed. One indication that testing standards and validation guidelines will continue to evolve is the fact that the official **Guidelines** are currently undergoing extensive revision. If and when the new guidelines are adopted, it is unclear how the transition from the 1970 **Guidelines** will be dealt with in the courts.

Thus, the Supreme Court's opinion does not provide the degree of permanence and simplicity that many interested parties would like. Validation is essentially a research activity, and professional judgment must continue to play a role. Nevertheless, the conclusions and implications deriving from **Albemarle** are largely fundamental to good validation practice, and their applicability should stand for the foreseeable future.

### Call for Applications to IAAP

**Ed Fleishman**, President, and **Harry Triandis**, U.S. Secretary-Treasurer, are pleased to report a 25% increase in U.S. membership in the International Association of Applied Psychology in 1975.

The goals of IAAP are to increase communication among psychologists around the world. Members receive the International Review of Applied Psychology with payment of the \$8.00 annual dues. Applications for membership received this month will qualify applicants for the 1976 issues of the **Review**. These may be obtained from **Harry Triandis**, Department of Psychology, University of Illinois, Champaign, Illinois.

Ed just returned from Munich where plans for the 1978 Congress of Applied Psychology were gotten underway. An attractive scientific and social program is planned as are economical travel arrangements. Members will be eligible for charter and group flights and reduced registration fees.

U.S. members of the Executive Committee, in addition to Ed and Harry are **Ed Hollander**, **Donald Super**, **Morris Vitelis** and **Julius Wishner**.

### Supreme Court May Decide *Davis v. Washington*

by **James C. Sharf**

To anticipate **Davis**, you need to understand *Ambemarle Paper Co. v. Moody* (see *Mark Lifter's article in this issue*) where the Supreme Court offered dicta (opinions on points other than facts in that case) which can be interpreted to mean that the Court wants other testing cases. There is no consensus as to why certiorari was granted in **Davis** but Chief Justice Burger's dissenting opinion in **Moody** with respect to the **wooden application** of the EEOC "Guidelines" may provide a clue to the Court's thinking (all be it a minority opinion).

Basically the Civil Service Commission's Test 21 (80 questions, verbal ability including vocabulary, analogies, reading comprehension & general knowledge) was used by the District of Columbia Metropolitan Police Department to screen applicants for the police training academy. The test was correlated with training academy performance for both blacks (r .39) and whites (r .46). The criterion was the average percent correct on the first taking of 8 subject matter tests given during the 12 week academy.

The plaintiffs psychologists contended: 1) the study was of no benefit for selecting blacks since no relationship was demonstrated between academy performance and job performance for the black recruits; 2) since no one fails the academy (tutoring used, subject matter tests retaken until passed), there was no significance to the showing of a correlation between test scores and academy performance; & 3) no one scoring under 40 on Test 21 was ever

accepted. The district court issued a summary judgment (no trial) in favor of the defendant.

The court of appeals reversed this decision on the grounds that the correlation between Test 21 and academy performance "...tends to prove nothing more than that a written aptitude test will accurately predict performance on a second round of written examinations." It was further noted: "The ultimate issue in this controversy thus becomes whether that kind of proof is an acceptable substitute for a demonstration of a direct relationship between performance on Test 21 and performance on the job." Rather than reversing and remanding for trial, the court of appeals ordered the plaintiffs' motion for summary judgment be granted.

Since the Supreme Court accepted certiorari, efforts to ask the Supreme Court to remand this case back to the district court have been considered by the Office of the Solicitor General in the Department of Justice. Such a decision would allow the Civil Service Commission to further develop the record of use of trainability as a criterion and that those scoring below 40 need not be hired since a relationship between those scoring above 40 and their academy performance had been demonstrated. Should the case be heard on its merits, it is likely that more will be heard about the lower courts' "wooden application" of the EEOC Guidelines. Arguments are anticipated in January with a decision expected by Spring.

### FLASH!

People do read **TIP!** **Joel Moses** reports that he has sent out over 200 copies of the Standards and Ethical Considerations for Assessment Center Operations in response to a notice in the August issue of **TIP**. Joel reports that the committee on Scientific and Professional Ethics and Conduct of APA has reviewed the Standards and has commented quite favorably on them. Copies are still available through Joel at AT&T, 195 Broadway, Room 30-2276, New York, New York 10007.

## Labor Management Cooperation

by Tove Hammer

With the interest shown by politicians, community leaders and behavioral scientists in the issues of the quality of working life, the physical and mental health of workers, and worker productivity, management and labor union leadership are under pressure to set up mechanisms fostering experimentation and change in organizations to improve the processes and outcomes of work. Traditionally employers and employees have used the process of collective bargaining to attain the goals of each interest group. There is a question as to whether the twin problems of productivity and quality of work can be solved through the formal bargaining process, by expanding its scope to incorporate these, or whether collective bargaining should be supplemented with joint union-management change efforts and experiments. While there is ample evidence of successful collaboration efforts between labor and management in for example the Scandinavian countries, there is not much consensus among top leaders of the labor movement on the desirability or feasibility of these alternatives.

**Lee Dyer, David Lipsky and Tom Kochan** at the School of Industrial and Labor Relations at Cornell University examined the attitudes of local union activists towards the possibilities of labor-management cooperation. Local union leaders see the traditional collective bargaining process as most effective for solving the traditional issues of earnings, fringe benefits, job security, job safety, grievance handling, or promotion policies, while a joint labor-management program is seen as a better way for handling a quality of work issue like worker control over the work process, than is collective bargaining. The most favorable reactions to joint programs on productivity and quality of work from union

members come from unions composed of white collar, technical and high wage employees. Local union activists do not consider these issues to be of paramount importance to them, however, and continue to stress their main concern of traditional collective bargaining topics.

There are a number of labor-management collaborative efforts currently underway. One of these is the project in **Jamestown, New York**.

Since 1972, a joint committee of employers and labor union leaders has worked to bring about employment stability and industrial development in the Jamestown area. Jamestown suffered from a "bad labor climate." Industries were plagued by labor unrest, high absenteeism and low productivity, resulting in employers being forced to limit production or moving their manufacturing business elsewhere. Unemployment rose as the economic base of the industrial area eroded. The immediate main goal of the Labor-Management Committee was a reversal of the downward economic trend through increased industrial productivity. The Committee's productivity goal of reduced absenteeism and labor strike activities, reduced industrial production waste and increased unit production was to be achieved through a set of specific programs. The most important of these were: 1. Redesign of work systems to increase productivity levels and job satisfaction, and reduction of turnover among younger employees. Experiments in such a Quality of Work program is currently underway headed by **Eric Trist**, University of Pennsylvania. 2. Skills development for workers in the predominantly job shop industry (metal, wood, furniture, engineering products, glass and ceramics). 3. Leadership training for first-line supervision; communications training for union leaders and joint labor management training in contract ad-

ministration and grievance processing. Faculty members of Jamestown Community College and the New York State School of Industrial and Labor Relations have assisted the Labor-Management Committee in these program activities. 4. Formal social encounters between labor union leadership and employers. 5. Active recruiting of industry to the Jamestown area.

Labor-Management Committees have also been established within most industrial plants, dealing with issues of productivity, quality of work and labor relations.

From employment figures, industrial productivity data and labor dispute settlements it appears that there has been a change in Jamestown's labor situation. The cause or causes of this change are not easily isolated, however. There has been no formal evaluation of the Jamestown project for the purpose of identifying the processes of change. The Labor-Management Committee has publicly recommended restraints in the study and measurement of the

programs at Jamestown by academic evaluators. The Committee considers the project to be "in process," so we continue to observe Jamestown's labor-management collaboration efforts with great interest.

When psychologists or sociologists become involved as interventionists in organizational change efforts where unions and management collaborate they are quite often faced with a situation different from their normal OD practice. Unions and employers traditionally have discrepant needs and goals; they are in open conflict on these, and there is a very real struggle for relative power in a bargaining situation, as well as for power over the rank and file in its roles as both union members and employees. **Tom Kochan** and **Lee Dyer** remind the OD practitioners of the legitimacy of the differences between unions and management, and suggest that a joint effort must be directed at satisfying both the goals of the labor system and the management system and not at the creation of an artificial common goal, if the effort is to succeed.

## ANNOUNCEMENT

**Dr. James C. Sharf** of the Equal Employment Opportunity Commission (EEOC) has announced the selection of **John R. Boulger** for the "unique position" mentioned in the November issue of **TIP** as the industrial psychologist who will implement a Federal District Court order "to evaluate job skills and interests and to counsel minority hourly employees, establish job requirements and make placement decisions" at the Monsanto Company's Pensacola plant.

Dr. Boulger, a Diplomate in I and O has had extensive experience in selection, testing, and training both in the U.S. and overseas. He was successor to **Bob Perloff** and predecessor of **Art MacKinney** as Editor of **TIP**. He heads his consulting firm in Denver, Colorado.

(Cont'd. from Page 22)

Ian Mitroff concluded the presentations by discussing the myth of science, explaining errors of the third kind (solving the wrong problem precisely), and suggesting that the social sciences are in need of revolution. He added that we need new methodologies for studying ill-structured problems and that the world, unlike university departments, is not segmented into rigid disciplines. One step toward overcoming the problems in leadership research and training is to engage in dialectical thinking.

Proceedings from the conference will be available by January, 1976, from the Center for Creative Leadership, Greensboro, North Carolina 27402.

# PREPARATION FOR WORK IN BUSINESS AND INDUSTRY

## — Results of a Survey of Recent Graduates

by Eugent C. Mayfield

The Education and Training Committee of Division 14 recently sent a questionnaire to schools offering graduate degrees in psychology and business administration. These graduate schools were asked to forward copies of a second questionnaire to recent graduates from the program who had been employed in industry from two to five years.

The second questionnaire consisted of a simple three-page form asking the graduates:

1. Did they have an assistantship while in graduate school, and was it (or would it have been) of value in preparing them to work in business?
2. Had there been contact with business or industry during school, and was it (or would it have been) of value?
3. Overall, how well prepared for work in business were they at the time they graduated?
4. What is the one **most** important thing that they feel would help prepare graduate students to work effectively in business?
5. What training had they received in each of the 26 itemized areas and did they feel further training would have been of value in each of these areas?

Returns were received from 53 graduates of 15 institutions granting advanced degrees in I/O psychology.

### Was an Assistantship HELD AND Was It of Value?

This question was answered by 51 respondents. All but one respondent had held an assistantship. The average response was that the assistantship experience was of "some" value. Fourteen (27 percent) of the respondents felt that such an assistantship was of "great" value. Those who had **both** teaching and research assistantship tended to say their assistantships were a "great" value more often (32 percent) than did those with only one or no assistantships (14 percent), possibly because of greater exposure to a variety of activities.

Written comments indicated that those who felt the assistantships were of "some" or of "great" value had two main reasons for feeling this way. Either (1) it provided experience in organizing and/or presenting material to others (mentioned more frequently by those with teaching assistantships), or (2) it provided an exposure to real life situations and applications (mentioned most frequently by those who had held a research assistantship). Almost all the individuals who said their assistantship was of "little" or "no" value ( $N = 10$ ) and made a written comment indicated they felt this way because the activities required by the assistantship were in no way similar to their on-the-job activities.

### Was There Contact with Business During Graduate School, and Was It of Value?

This question was also answered by 51 respondents. Forty-one of these individuals (80 percent) indicated they had had some contact with industry during their graduate training. There was a general feeling that direct contact with business during graduate school was of more value than were assistantships. Forty-seven percent of the respondents indicated such direct contact was (or would have been) of "great" value.

As was true for assistantships, the main reason for feeling direct contact with business or industry was of value was because of the contact and practical experience gained.

### Overall, How Would You Evaluate Your Preparation to Work in Business?

The majority of the respondents felt their training, overall, was either good or excellent.

However, the fact that 56 percent felt their training was no better than "good" would indicate that there is certainly room for improvement in the eyes of the respondents. Analyses showed no major differences in the quality of preparation provided by the different schools as seen by the respondents.

### What Is the One Thing that Would Help I/O Graduates the Most?

The answers to this question were the most consistent of any of the responses to the questionnaire — the respondents felt that graduate schools should, in one way or another, do more to familiarize the student with the practical aspects of business and industry. Of 51 individuals responding to the questions, 29 (57 percent) indicated that this acquaintanceship should take place in work programs or internships. Another 15 (29 percent) indicated a practical orientation should come about, at least in part, through more realistic situations begin covered in the classroom sessions themselves. Thus a total of 86 percent of the respondents indicated the need for additional practical experience prior to graduation.

### Subject Areas in Which Training Was Received and/or Would Have Been Helpful

In order to more specifically identify the areas in which the graduates felt they needed more **formal** classroom training, a list of 26 subject areas was developed. This was done by (1) reviewing books of readings to determine the topic headings which were used, (2) taking the APA categories that are used to define specialty areas in the directory, (3) reviewing the list developed by **Ben Schneider** as used by **Dennis Courtney** in his study of Associate Members of Division 14 (reported in **TIP**), and (4) reviewing the lists of program needs as developed by **Alexis Anikeeff** in his studies of graduate training (also reported in **TIP**).

The subjects were asked to respond to each of the subject areas in terms of the amount of training they had received in that area, and whether more training would have been of value.

Overall, the areas where the respondents indicated more training would be of value were Organizational Analysis and Change; Personnel Training and Development; Position and Task Analysis; and Labor Relations. The most training had been received in the areas of Motivation and Morale/Attitudes; Research Methods and Design; Statistical Analysis; Tests and Measurements; and Personnel Assessment, Selection and Placement. Little training had been received in the areas of Accounting; Marketing Management; Production Management; Operations Research; Economics; Financial Analysis; Business Planning; and Labor Relations. Many of these subject areas obviously include courses which are provided in most MBA programs. Interestingly, not only did the I/O graduates receive little training in these areas, but they felt, for the most part, that further training in these areas (except for business planning and labor relations) would be of little value to them.

One must be careful not to interpret these overall averages as applying equally to all respondents. First, the amount of training received in some of the areas greatly influenced the response — individuals who had no training wanted a lot, while those who had received a lot of training didn't want any more. Second, not surprisingly, the particular job held influenced the response — e.g., those who indicated their job duties involved job analysis rated the subject area of "Position and Task Analysis" as an area in which further training would be of value more frequently than did other individuals.

The respondents were also asked the areas in which further training would be of value. The wide spread of overall responses coupled with the fact

that each individual respondent identified a relatively small number of areas again emphasizes that the particular needs of an individual are quite specific to that individual's particular interests, past training, and present job activities.

#### Overall Conclusions

The obvious conclusion is that the respondents feel that the one most important ingredient that should be included in the training of I/O students who will be entering business and industry is **actual practical experience** prior to graduation. This should be obtained through direct contact with business and/or through the application of theory to practical situations in the classroom. Although a few subject matter areas are seen as being of more general importance than others in terms of the value of further training, the ratings are greatly influenced by an individual's specific situation. It would therefore appear that institutions **interested in effectively training their students to work in business and industry** should take definite action to develop planned contacts on the part of the students. Given the individual nature of the importance of various subject matter areas, this contact should begin early in a student's graduate career. In this way, the courses taken and the emphasis given various subject matter areas could be specifically aimed at meeting the individual's planned area of specification.

\*Full report can be obtained by writing: Dr. Eugene C. Mayfield, c/o LIMRA, 170 Sigourney Street, Hartford, Connecticut 06105

## Where Will They Work?

by **Mary L. Tenopyr**

There are now as many graduate students in psychology as there are members of the American Psychological Association. Where will they work?

This question was deliberated at length on December 19 and 20 by APA's new Committee on Employment and Human Resources. The committee, chaired by **George Albee** and including Division 14 members **Kenneth E. Clark** and **Mary L. Tenopyr**, is considering various actions to influence supply and demand. One activity, already undertaken, was to request all graduate departments of psychology to appoint an employment counselor with whom APA can coordinate. One action under consideration is to ask the Council of Representatives to take a position on the terminal master's degree programs in clinical psychology. Another possible activity is to publicize the skills which psychologists can offer in nontraditional settings.

The committee would appreciate views of knowledgeable people in the field. Particularly needed are suggestions for activities which APA can undertake to forestall this possible employment crisis. Division 14 members are invited to write on the subject to either **Ken Clark** or **Mary Tenopyr**.

## METRO Atlanta Information

**Milt Blood** has informed **TIP** that the Metropolitan Atlanta Applied Social Scientists have begun a new year of meetings. The meetings of **MAASS** are held on the third Wednesday of every month. The speakers for the year include: **Lyle Schoenfeldt**, University of Georgia; **Dick Holland**, Georgia State University; **Aubrey Daniels**, Behavioral Systems, Inc.; **Merrill Douglas**, Emory University; **Kenneth Schenkel**, Southern Bell; **Milton Blood**, Georgia Tech; **Jim Richards**, Lockheed; **Bill Owens**, University of Georgia. Anyone who would like to receive notices of the meetings should write: **Milton Blood**, College of Industrial Management, Georgia Tech, Atlanta, GA 30332. (404) 894-2622.

## POSITION OPENINGS

The Management Program in the new College of Professional Studies is recruiting for positions in the field of Human Resources Management. They are seeking applicants who have primary competence in one, or both, of the following areas: (a) Personnel Administration; (b) Industrial and Labor Relations, with secondary competence in Organization Development. For details, write **Richard M. Freeland**, Dean, College of Professional Studies, University of Massachusetts — Boston, Harbor Campus, Boston, Massachusetts 02125. The University of Massachusetts is a non-discriminatory affirmative action employer. These positions are subject to the availability of funds.

Farmbank Services, Denver, Colorado is seeking applicants for the position of Director of Management Development, Organizational Development, and Training. Candidates should preferably have an advanced degree in a management/organizational development training related area and should have had some minimum experience in a related work area. Interested persons can obtain more information and/or send their resume along with salary history to: **Gary Schwendiman**, Associate Dean, College of Business Administration, University of Nebraska-Lincoln, Lincoln, Nebraska, 68588. Gary is assisting Farmbank in their selection process. Fairbank Services is an equal opportunity employer.

The Psychology Department of the University of Maryland announces a position opening for an Assistant Professor of I/O psychology. Applicants should have research interests in one of the following: (1) Organizational intervention processes; (2) Environmental psychology; (3) Consumer behavior; (4) Organization theory. Applicants should send a vita, preprints or reprints of papers, and three letters of recommendation to: **Benjamin Schneider**, I-O search Committee Chair, Department of Psychology, University of Maryland, College Park, MD 20742. The University of Maryland is an equal employment affirmative action employer.

The University of Illinois at Champaign-Urbana has a position for an Assistant Professor of I/O psychology beginning August, 1976. Applicant must be a new or recent Ph.D. with a background in I/O psychology or a related area. Applicant should have a strong research interest in such macro-oriented areas as organizational design, communications and information flow, and mathematical modeling of organizational processes. Send vita, three letters of reference, and any publications or articles submitted for publication to: **George Graen**, Department of Psychology, University of Illinois, Champaign, Illinois 61820. The University of Illinois is an Affirmative Action/Equal Opportunity Employer.